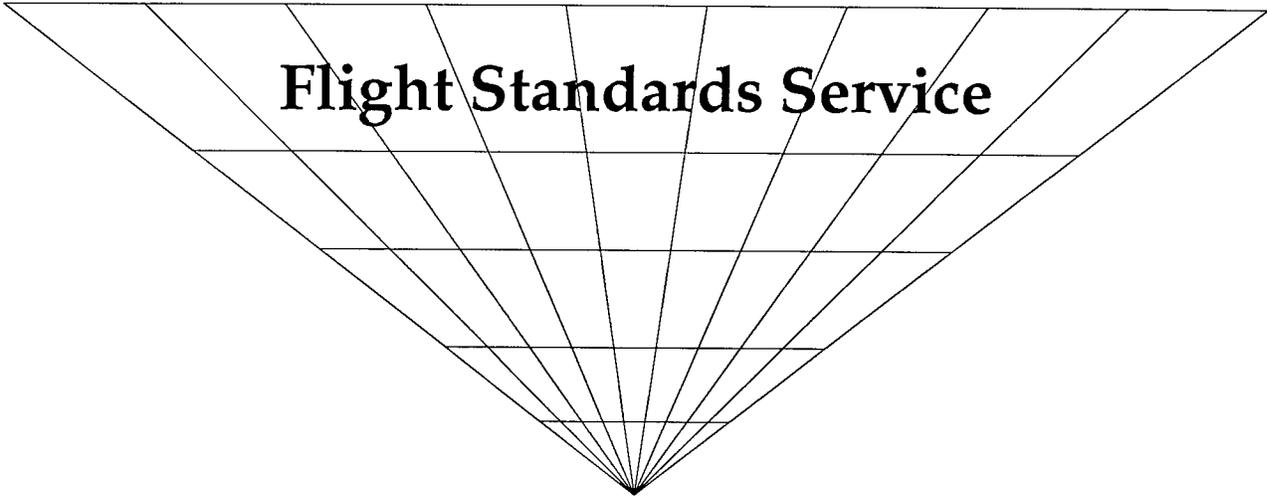




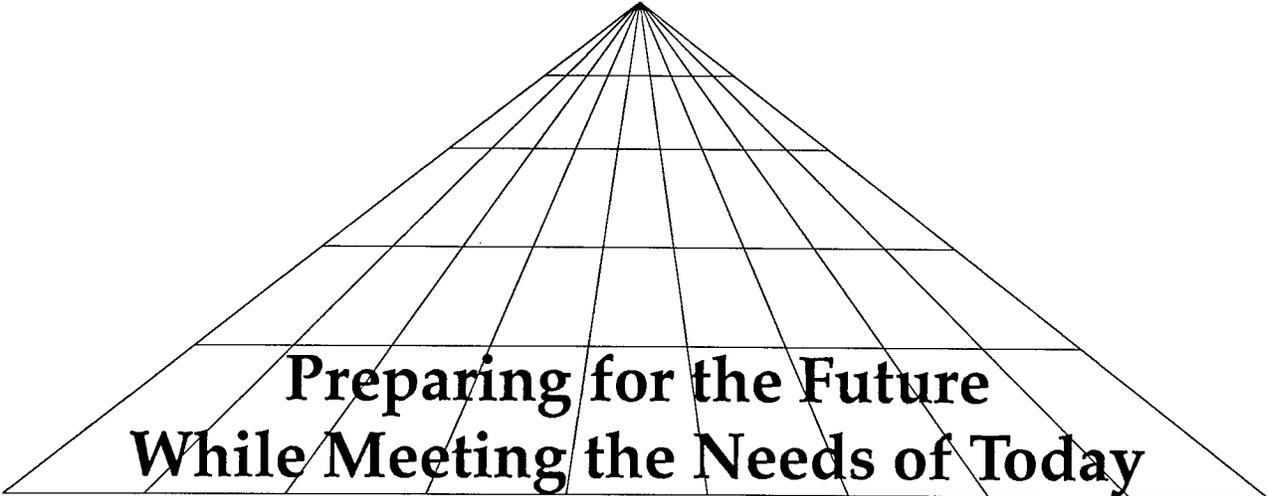
U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

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# Flight Standards Service

## FY 1993 Management Plan



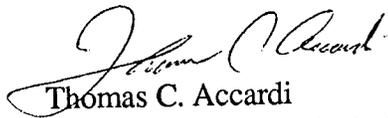
**Preparing for the Future  
While Meeting the Needs of Today**

## INTRODUCTION

The Flight Standards Service is responsible for the safety oversight of our nation's air carrier and general aviation industry as well as all U.S.-registered aircraft operating throughout the world. Ensuring public safety requires a continuing assessment of the aviation industry in order to determine where resources must be applied.

The ever-changing aviation industry, requires that we anticipate future aviation needs while still keeping pace with current demands.

This FY93 plan reflects Flight Standards' commitments toward meeting the Service's and the agency's strategic goals. Accomplishment of these objectives is intended to provide the public with accident free aircraft operations through the highest standards in the world.



Thomas C. Accardi  
Director, Flight Standards Service

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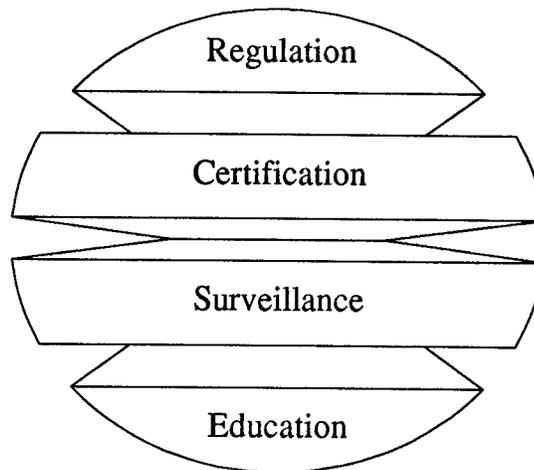
## ABOUT FLIGHT STANDARDS. . .

The Flight Standards Service is charged with promoting and regulating aviation safety. It sets standards for air carriers, commercial operators, air agencies, and airmen (except air traffic control tower operators). It also directs, manages, and executes certification and surveillance activities to ensure the adequacy of flight procedures, operating methods, airmen qualifications and proficiency, aircraft maintenance, and the maintenance aspects of continuous airworthiness programs.

Flight Standards is responsible for developing and recommending policies, regulations, standards, and programs for national and international implementation. It also strives to enhance aviation safety through education.

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**Flight Standards Service**  
**Promotes Aviation Safety through...**



Washington headquarters provides field offices with policy guidance and ensures proper implementation of national programs. The Director, Flight Standards Service, exercises line authority over regional Flight Standards Divisions. Field elements report to regional office counterparts.

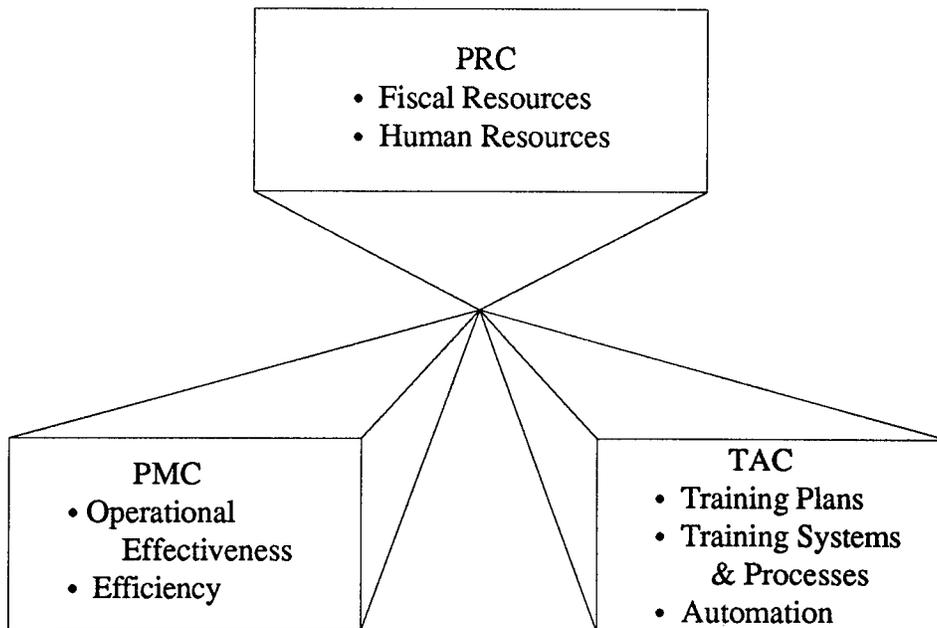
Flight Standards District Offices (FSDO), Certificate Management Offices, and International Field Offices are field elements of the Flight Standards Service. They are responsible for the certification and surveillance of air operators, air agencies, and airmen. Personnel conduct or assist in conducting accident and incident investigations and investigate possible violations of the Federal Aviation Regulations. Aviation safety is promoted through effective regulation and oversight, accident prevention seminars, and other safety-related programs.

Flight Standards activities span the globe. In recent years, U.S. air operators have increased their overseas operations, and foreign air carriers have increased their operations into the United States. New Flight Standards field offices have been opened in Singapore and England and staffing has been increased in Frankfurt, Germany, to meet these new challenges. World events also impact aviation operations and directly impact Flight Standards' workload. Many new countries are developing aviation programs, and are looking to the Flight Standards Service for assistance. Flight Standards' certification and surveillance activities are affected by these global changes which present many new challenges during FY 1993.



# STRATEGIC MANAGEMENT

During the last 3 years, Flight Standards has made tremendous strides in its efforts to build an infrastructure that provides the most efficient and effective management of the organization while preparing for the future. In 1990, three Executive Service Committees were established. The Plans and Resource Management Committee (PRC) focuses on acquiring and managing Flight Standards' resources—both fiscal and human. The Program Management Committee (PMC) is responsible for operational effectiveness and efficiency. The Training and Automation Committee (TAC) develops training plans, systems, and processes to ensure employees receive timely and appropriate training throughout their careers. The TAC also is responsible for designing an automation blueprint to serve existing and future information needs.



In 1991, the Strategic Quality Management Council was formed to develop strategic initiatives and to ensure the effective integration of all AFS strategic and tactical initiatives.

Fiscal year 1992 was a transition year for Flight Standards. The matrix infrastructure (Council and committees) was implemented in regional offices and in headquarters to provide a means of including the entire Flight Standards work force into strategic management.

It is important to remember that once a strategic objective is realized, it becomes a part of an ongoing program—a way of doing business. For example, a strategic objective may be to establish an evaluation program. After that program is established, requirements to conduct evaluations under the auspices of that program become ongoing objectives.

Many of the objectives in this plan found their roots in the strategic planning process; others are based on other factors affecting safety, such as new regulatory initiatives or changes in the aviation environment.

Flight Standards is, and always has been, committed to providing the public with accident-free aircraft operations through the highest standards in the world. This plan outlines how we will navigate toward that commitment during 1993.



## AVIATION ENVIRONMENT

### U.S. Aircraft

Air Carrier Aircraft	6,083
General Aviation Aircraft	212,200

### Certificated Operators

Part 121: Domestic, Flag, & Supplemental Air Carriers & Commercial Operators of Large Aircraft	115
Part 125: Airplanes Having a Seating Capacity of 20 or More Passengers or a Maximum Payload Capacity of 6,000 Pounds or More	39
Part 129: Foreign Air Carriers and Foreign Operators of U.S.-Registered Aircraft Engaged in Common Carriage	454
Part 133: Rotorcraft External-Load Operations	366
Part 135: Air Taxi Operators and Commercial Operators	2,970
Part 137: Agricultural Aircraft Operations	3,251

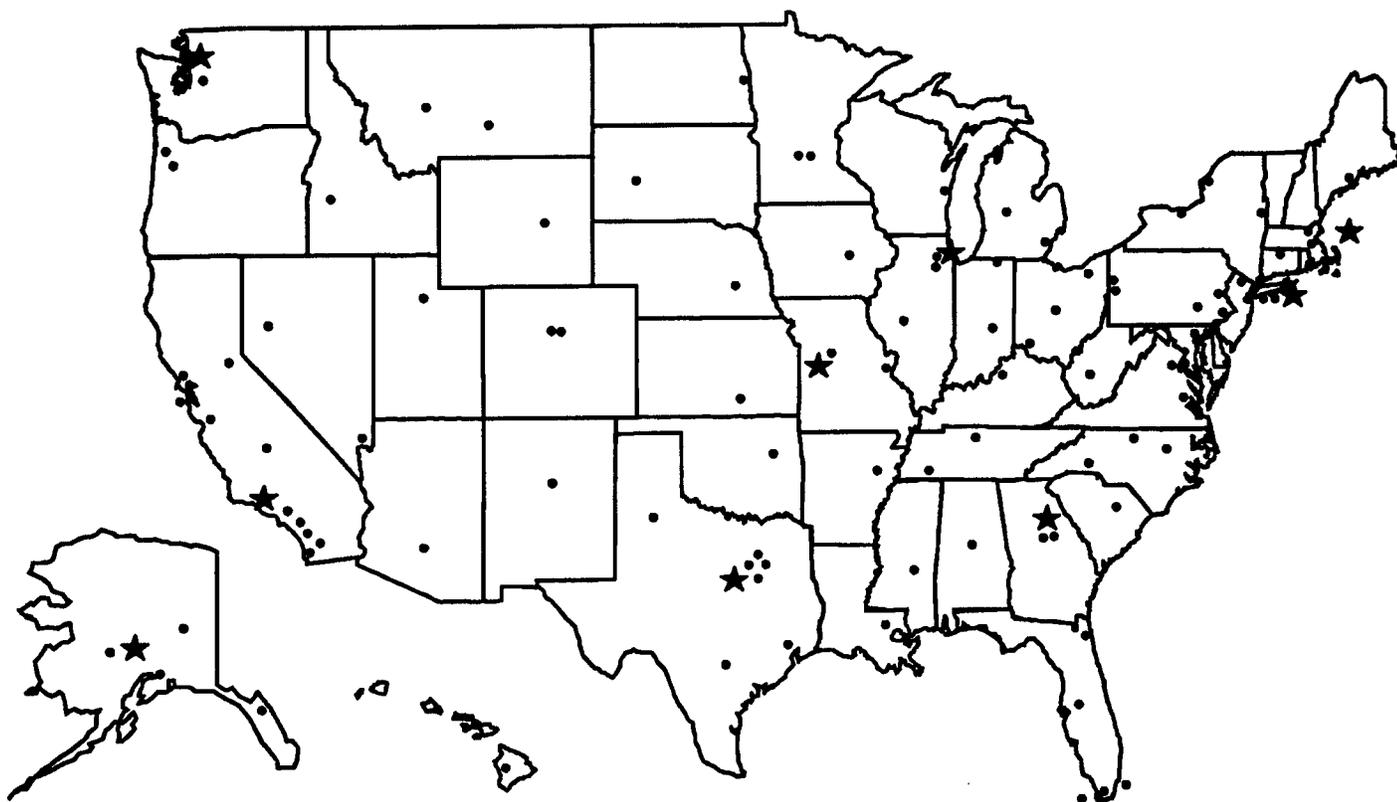
### Active Certificated Airmen and Airwomen

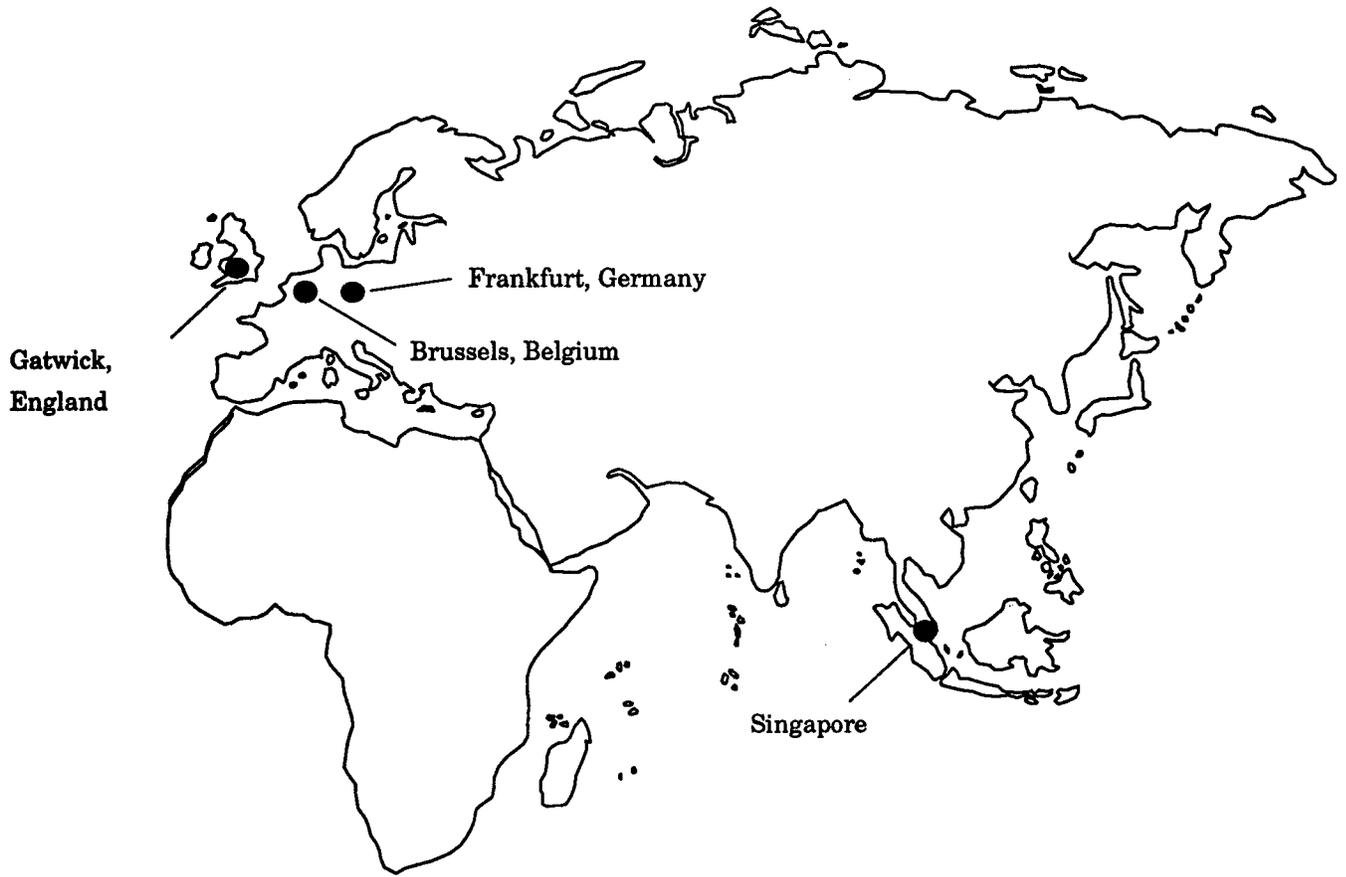
Pilots	692,095
Flight Instructors	69,209
Mechanics	336,392
Ground Instructor	70,086
Flight Engineer	60,236
Other (Includes flight navigators, parachute riggers, & dispatchers)	20,748

### Air Agencies

Part 141: Pilot Schools	666
Part 145: Repair Stations	4,637
Domestic	4,330
Foreign	307
Part 147: Aviation Maintenance Technician Schools	194
Part 149: Parachute Lofts	34

# Flight Standards Service Regional And Field Offices

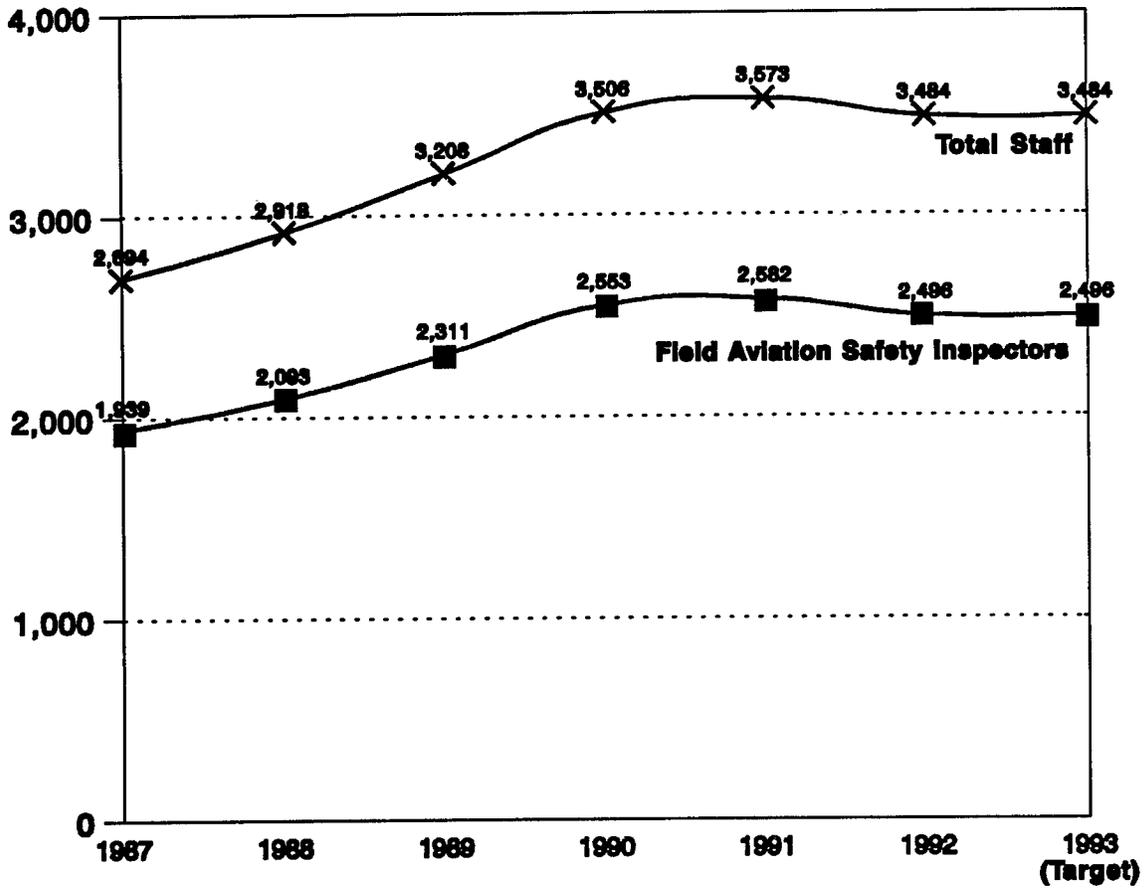




- **Field Office**
- ★ **Regional Office**

# FLIGHT STANDARDS RESOURCE PROJECTIONS

## Staffing



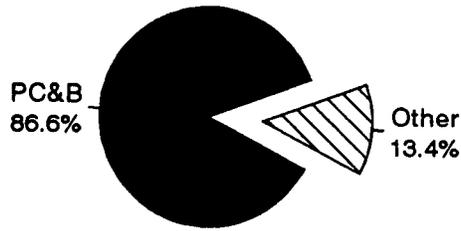
# FLIGHT STANDARDS RESOURCE PROJECTIONS

## Fiscal Distribution By Object Class

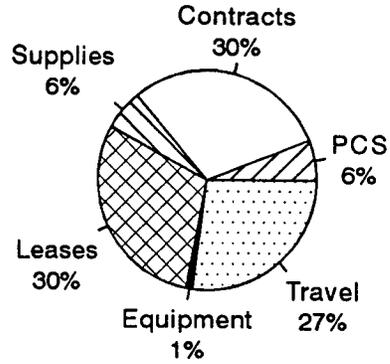
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### Projected FY 93 Distribution

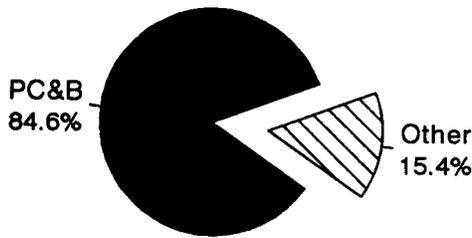


PC&B and Other Objects

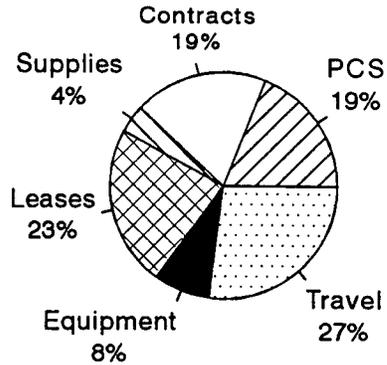


Other Objects Breakdown

### FY 87-92 Distribution



PB&B and Other Objects



Other Objects Breakdown

## FY 1993 FLIGHT STANDARDS OBJECTIVES

Flight Standards has adopted eight strategic goals designed to ensure that it is able to carry out its safety functions today and is prepared to meet the demands of the future. These goals represent a commitment to people by providing the work force with the tools necessary to do the job; a commitment to safety by developing and maintaining safety standards; and a commitment to quality service and productivity. The FY 1993 Flight Standards Management Plan reflects these commitments.

The impact of some objectives will be immediately apparent; other objectives represent steps toward completing more long-range programs. These initiatives are being integrated with those established by the Administrator and the Associate Administrator for Regulation and Certification.

Each objective is addressed under a specific strategic goal. However, it is important to recognize that most objectives actually support several goals.



# Build an Organizational Culture which Promotes Both Empowerment and Accountability



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
Develop effective "real time" decision making capabilities	To improve efficiency, Flight Standards personnel must use the tools and data currently available. This begins by ensuring proper knowledge of, and access to, information that can be used in making decisions and carrying out assignments.	<ul style="list-style-type: none"> <li>➔ Fund and prototype gridpad technology</li> <li>➔ Evaluate effectiveness</li> </ul>
Implement a Flight Standards National Awards Program that recognizes individual and/or team performance and exemplifies the organization's values	This program will recognize employees and other individuals who have made significant contributions to the Flight Standards mission. Nominations will come from peers and well as managers.	<ul style="list-style-type: none"> <li>➔ Implement awards program and conduct presentation ceremony during FY 1993</li> </ul>
Implement a National Flight Standards Mentoring Program	Flight Standards has developed numerous education and enrichment programs to enhance employee development and job enrichment. An effective mentoring program will link these programs and promote overall professional growth of Flight Standards employees.	<ul style="list-style-type: none"> <li>➔ Publish order and implement program</li> </ul>

# **1 Build an Organizational Culture which Promotes Both Empowerment and Accountability**



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

Ensure managers and supervisors have a clear understanding of Flight Standards' goals and expectations and how they relate to daily accountability

Flight Standard personnel must not only have the knowledge and skills to accomplish assigned functions, they must be empowered to make decisions and understand their accountability for those decisions.

- ➔ Hold formal meetings in each region with all managers and supervisors
- ➔ Modify performance standards for managers and supervisors to reflect empowerment and accountability

Restructure Flight Standards' recruitment/selection process

This objective will standardize the process used to select managers and supervisors throughout Flight Standards.

- ➔ Develop order establishing process for selecting managerial and supervisory positions

## Assure a Well-Trained, Skilled, and Qualified Work Force



### OBJECTIVE

### PURPOSE

### OUTCOME/MEASURES

Develop human factors training for the Flight Standards inspector work force

This initiative will ensure that aviation safety inspectors have the human factors skills necessary to perform their functions effectively. It also will provide inspectors with the knowledge required to assess certain operator programs such as the aging aircraft program and the Advanced Qualification Program (AQP).

- ➔ Develop training for inspectors involved in the aging aircraft program
- ➔ Develop self-study materials for inspectors administering the AQP
- ➔ Inspectors have the training and knowledge to review and approve air carrier Crew Resource Management and Maintenance Resource Management programs

Gain increased autonomy and influence in training the Flight Standards work force

To ensure the complete and orderly implementation of its "Master Plan for Training," Flight Standards is striving to obtain full agency support of the program.

- ➔ Amend training and procurement processes to significantly reduce lead time required for forecasting training requirements
- ➔ Publish and implement Flight Standards national training order
- ➔ Develop system to prioritize training and ensure that it is based on job requirements
- ➔ Implement the automated Training Management Information System (TMIS)

## Assure a Well-Trained, Skilled, and Qualified Work Force



### OBJECTIVE

### PURPOSE

### OUTCOME/MEASURES

Establish a Flight Standards inspector skills assessment process

New technologies in the aviation industry and in the office drive the need to ensure that the Flight Standards work force has the knowledge and skills to meet the future needs of the organization.

➔ Conduct skills assessment for existing inspector work force and identify shortfalls

Design a Flight Standards Management Succession Planning program

This program will establish a means of identifying Flight Standards managers of tomorrow and will train program participants in the skills and knowledge required for these positions.

➔ Design a process for accomplishing a Succession Planning Program

➔ Identify the skills and experience necessary to compete effectively across the Flight Standards organization

Provide managerial and supervisory skill training which promotes the development of national and local policies and practices that integrate and effectively utilize the value of employee diversity

By understanding and valuing cultural differences, Flight Standards will be able to bring out the best in each member of its work force.

➔ Conduct diversity training for field and branch managers

## Provide Quality Facilities and Resources to Perform Our Job



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
Implement staffing standards for the Flight Standards work force	These programs have experienced significant growth in workload in recent years. To quantitatively support additional staffing during the annual budget formulation process, it is imperative that staffing standards will be developed to provide accurate measurements of staffing requirements.	<ul style="list-style-type: none"> <li>➔ Implement new domestic field inspector staffing standards</li> <li>➔ Collect and analyze data on AEG activities and begin developing staffing models</li> <li>➔ Complete data collection on International aviation safety inspector activities</li> </ul>
Modernize Flight Standards field facilities	Flight Standards is a professional organization. It is essential that the working conditions of our personnel reflect that professionalism and that they are provided with the automation tools necessary to accomplish work assignments efficiently and effectively. The needs of these offices will be identified and a procurement vehicle will be established.	<ul style="list-style-type: none"> <li>➔ Develop revision to Order 4420.5 to provide a comprehensive definition of all the physical needs of a Flight Standards district office</li> <li>➔ Develop standard solicitation package for field offices</li> <li>➔ Design a systematic procedure for modernizing facilities which includes a methodology for determining priorities.</li> <li>➔ Develop and implement a service-wide equipment purchase, distribution, and training plan to achieve a 3.5:1 ratio of computer equipment:personnel during FY 1993.</li> </ul>

**Provide Quality Facilities and Resources to Perform Our Job**



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
Modernize Flight Standards field facilities (continued)		<ul style="list-style-type: none"> <li>➤ Deploy computer-based instruction (CBI) platforms to all Flight Standards locations</li> </ul>
Deploy a standardized automated budget tracking system	<p>To provide real-time data on the status of Flight Standards funds, it is essential that a standard budget tracking system (automated cuff records system) be developed that can be used to provide current information on program expenditures. The ability to track program costs is needed to prioritize programs based on available resources.</p>	<ul style="list-style-type: none"> <li>➤ Identify system requirements and initiate efforts for its design</li> <li>➤ Provide ability to identify and track major program costs</li> </ul>

# Develop and Maintain Current Regulations and Policies



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

Ensure the use and currency of the Flight Standards Policy Subsystem (FSPS)

The Flight Standards Policy Subsystem contains FAA orders, regulatory preambles, bulletins, legal interpretations, and other safety publications and guidance. It is critical that the data be current and accessible to FAA personnel.

- ➔ Establish focal point for ensuring currency of data base
- ➔ Conduct survey to measure subsystem usage

Develop policy which allows public access to the Flight Standards Policy Subsystem

Congress has urged Flight Standards to develop mechanisms and systems to share data, information, and records between the government and industry while preserving the ability to provide appropriate oversight.

- ➔ Develop plan to make FSPS available to industry

**GOAL 5**

# Develop an Effective and Efficient Global Surveillance and Certification Safety System



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
<p>Develop a surveillance policy which provides for a statistically based, acceptable confidence level in targeted industry segments</p>	<p>The Flight Standards surveillance policy must be dynamic and capable of responding to safety trends. To ensure surveillance activities are directed to areas where they are most needed, existing data must be analyzed so that safety trends can be identified.</p>	<ul style="list-style-type: none"> <li>➔ Deploy and evaluate a prototype system which provides dynamic targeting of surveillance resources using the National Work Program for the test</li> </ul>
<p>Deploy the Safety Performance Analysis Subsystem (SPAS) on a prototype basis</p>	<p>The SPAS will allow the integrated use of dynamic targeting in planning inspection and surveillance activities.</p>	<ul style="list-style-type: none"> <li>➔ Prototype system in 17 locations</li> <li>➔ Conduct evaluation</li> <li>➔ Train employees in use of SPAS as it is developed</li> </ul>
<p>Improve quality of data entered into the Flight Standards Information Subsystem (FSIS)</p>	<p>Data output, including trend analyses, is only as good as the data entered into the system. Programs such as SPAS will use available data from several data bases to identify safety trends and surveillance efforts will be directed or redirected as necessary. Therefore, it is critical that data bases contain current, accurate information.</p>	<ul style="list-style-type: none"> <li>➔ Develop process to improve quality of data and to integrate data bases</li> </ul>

# Develop an Effective and Efficient Global Surveillance and Certification Safety System



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

<p>Develop a structured approach to international harmonization of operational and maintenance initiatives</p>	<p>The FAA has been working with foreign aviation authorities to ensure safety and promote aviation throughout the world. This objective will establish a methodology for working with foreign authorities to standardize aviation regulations, policies, and procedures.</p>	<ul style="list-style-type: none"> <li>➔ Develop and conduct workshops for foreign airworthiness authorities on the functions of the Aircraft Evaluation Group</li> <li>➔ Initiate mutual application of FAA and JAA repair station requirements to new European certifications</li> <li>➔ Harmonize the Health and Usage Monitoring System (HUMS) program with the Joint Airworthiness Authorities</li> <li>➔ Resolve issues and implement initiatives recommended by the Air Transport Association Engineering, Maintenance, and Materials Council through the International MRB Policy Board (AC 121-22, MSG 3R2, "Living MRB," and CMR issues)</li> </ul>
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<p>Fully implement a national surveillance program for foreign air carriers operating into the United States</p>	<p>This program will provide oversight of foreign air carriers to ensure that they are in compliance with FAA regulations and operations specifications authorizing flight in U.S. airspace.</p>	<ul style="list-style-type: none"> <li>➔ Accomplish all required inspections on foreign air carriers</li> </ul>
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**GOAL 5**

**Develop an Effective and Efficient Global Surveillance and Certification Safety System**



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
<p>Complete publication and implementation of foreign air carrier/foreign regulatory International Civil Aviation Organization (ICAO) assessment program</p>	<p>The assessment program is intended to ensure that foreign regulatory authorities are providing adequate oversight of their operators to ensure adherence to ICAO agreements.</p>	<ul style="list-style-type: none"> <li>➔ Develop guidance</li> <li>➔ Ensure that Flight Standards has the infrastructure to complete the assessment program</li> <li>➔ Establish teams for in-country visits</li> </ul>
<p>Establish the Suspected Unapproved Parts Program</p>	<p>This program is intended to eliminate the use of unapproved aircraft parts in the maintenance and alteration of U.S.-registered civil aircraft. A team of personnel from Flight Standards Service, Office of Civil Aviation Security Operations, Aircraft Certification Services, and the Office of the Inspector General will work together to conduct investigations and initiate appropriate corrective actions.</p>	<ul style="list-style-type: none"> <li>➔ Establish team, identify regional focal points, and establish functional statements</li> <li>➔ Develop and improve policy guidance and coordination procedures.</li> <li>➔ Develop and conduct training course for FAA and industry personnel</li> </ul>

**Develop an Effective and Efficient Global Surveillance and Certification Safety System**



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

Develop an aging aircraft program action plan

This program will implement the aging aircraft regulation and surveillance programs governing large transport and commuter aircraft. It will address the structural modification program, corrosion prevention and control, repair assessment/durability, structural maintenance program guidelines, supplemental structural inspection documents, human factors, and nondestructive testing and training.

- Formulate guidance materials on aging aircraft and corrosion control and prevention.
- Develop a strategy and mechanism, through the Technical Center, for capturing engineering and technical data concerning aging aircraft, airworthiness indicators, corrosion control efforts, etc.

## Achieve Compliance Through Partnership



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
Identify new and refine existing programs which lend themselves to compliance through partnership techniques	To achieve regulatory compliance while minimizing development and implementation costs and time, it is important that the FAA work with industry to develop and implement partnership programs.	<ul style="list-style-type: none"> <li data-bbox="1068 520 1468 632">➔ Establish working group to identify programs and develop guidance</li> <li data-bbox="1068 674 1446 856">➔ Begin dialogue with industry on sharing electronic data and use of digital flight data information</li> <li data-bbox="1068 905 1474 1167">➔ Expand industry access to FAA policy and procedural information through direct interactive electronic access through the Aviation Safety Information Exchange program</li> <li data-bbox="1068 1209 1479 1472">➔ Establish formal mechanism to promote increased communication with the general aviation community on matters of mutual interest, other than rulemaking</li> <li data-bbox="1068 1514 1474 1661">➔ Work with general aviation community to develop a common agenda for general aviation priorities</li> <li data-bbox="1068 1703 1487 1892">➔ Collaborate with general aviation community on specific projects or activities in support of the General Aviation Action Plan</li> </ul>

# Achieve Compliance Through Partnership



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

<p>Expand utilization and industry acceptance of partnership programs</p>	<p>Programs such as the voluntary disclosure program and remedial training program have allowed the agency to work with the aviation community to improve safety and to ensure a better understanding of how compliance is achieved. This initiative will validate and expand these programs.</p>	<ul style="list-style-type: none"> <li>➔ Conduct analysis of existing programs</li> <li>➔ Incorporate trend analysis into surveillance programs</li> <li>➔ Expand voluntary disclosure programs to include repair stations</li> </ul>
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<p>Increase Flight Standards' flexibility to make decisions related to compliance</p>	<p>Flight Standards primary concern is to gain industry compliance with regulations. Programs such as the voluntary disclosure and remedial training programs have provided an alternative to legal enforcement for certificate holders who wish to comply with the regulations. However, it is equally critical that cases be processed quickly when certificate action or civil penalties are deemed necessary to obtain compliance.</p>	<ul style="list-style-type: none"> <li>➔ In conjunction with the Office of the Chief Counsel, revise compliance and enforcement guidance to improve timeliness of agency actions.</li> </ul>
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# 7 Improve the Quality of Service by Anticipating Customer Needs and Responding in the Public Interest



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
Facilitate the implementation of emerging trends, issues, and technologies	New technologies are entering the marketplace daily, and many items are being used in and on today's aircraft and in airman training. To provide the maximum assurance of safety of flight, Flight Standards must develop policies, procedures, and maintenance requirements pertaining to the use of such items and equipment as global positioning systems, flight management systems, simulators and flight training devices, vertical separation standards, etc.	<ul style="list-style-type: none"> <li>➔ Identify and assess emerging trends and technologies and issues affecting our customer's needs</li> <li>➔ Develop new operational procedures</li> <li>➔ Prototype the Airman Certification Rating Application (ACRA) as an electronic process</li> </ul>
Improve the form and function of the Aircraft Evaluation Groups (AEG)	A commitment has been made to reorganize the AEG's to make these offices more effective in providing service to their customers. A strategic plan will be developed to provide for the orderly change in the AEG and its relationships with other FAA offices and industry.	<ul style="list-style-type: none"> <li>➔ Restructure organization</li> <li>➔ Complete customer survey</li> </ul>

**Improve the Quality of Service by Anticipating Customer Needs and Responding in the Public Interest**



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

<p>Improve the integration of functions and program between Flight Standards and the Aircraft Certification Service</p>	<p>Flight Standards and the Aircraft Certification Service are working together to better serve our customers by improving communications and increasing efficiencies by simplifying processes and sharing resources.</p>	<ul style="list-style-type: none"> <li>➔ Combine common data bases</li> <li>➔ Change policies, processes, and operating agreements (e.g., CMR, "Living" MRB, Service Difficulty Reports, and Repair Source Substantiation.</li> <li>➔ Identify and agree on joint priorities</li> </ul>
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<p>Establish a Flight Standards Quality Service assessment process which allows for the amendment of internal managerial decisions based upon user interaction and public perception</p>	<p>Flight Standards is striving to meet user needs in all aviation safety areas. This assessment will assist us in improving our ability to serve the aviation community and the public.</p>	<ul style="list-style-type: none"> <li>➔ Conduct survey which produces a baseline of customer demands</li> <li>➔ Based on survey data, identify achievable Flight Standards improvements and new products</li> </ul>
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**Create and Implement a Flexible, Dynamic, Visible, and Responsive Management Philosophy to Support the Ever-Changing Environment**



OBJECTIVE	PURPOSE	OUTCOME/MEASURES
Enhance the utilization of regional and headquarters committees in strategic management	To ensure the efficient implementation of matrix management, regional committees must have an understanding of their responsibilities to their regions and to national committees. Procedures must be developed to ensure the proper flow of information among regional and national committees and to and from the general work force and the aviation community.	<ul style="list-style-type: none"> <li>➔ Develop a clear set of operating agreements to support strategic management</li> <li>➔ Integrate national and regional committee efforts</li> <li>➔ Use committees to support regional and national goals and objectives</li> </ul>
Provide feedback on strategic management initiatives	This initiative will emphasize the importance of our mission by promoting the Flight Standards philosophy for safety management.	<ul style="list-style-type: none"> <li>➔ Publish annual report of accomplishments</li> <li>➔ Disseminate information on key Flight Standards initiatives</li> </ul>
Effectively deploy Flight Standards human resources	With the growth and changes in the aviation industry, Flight Standards must develop a process to ensure that the location and number of personnel, by specialty, is consistent with the aviation environment.	<ul style="list-style-type: none"> <li>➔ Develop methodology which uses staffing standards and productivity measures</li> </ul>

**GOAL**

**8**

# Create and Implement a Flexible, Dynamic, Visible, and Responsive Management Philosophy to Support the Ever-Changing Environment



**OBJECTIVE**

**PURPOSE**

**OUTCOME/MEASURES**

Assess the effectiveness of strategic management implementation

This assessment will provide feedback on the impact of the strategic management plan within the Flight Standards Service.

→ Conduct survey of all managers





